Facilities Management Division Custodial Services Performance Audit

King County

King County Auditor's Office

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FMD Custodial Services Performance Audit Objectives

- Evaluate management of staffing resources and determination of workload.

- Assess customer satisfaction.

- Evaluate whether supervision is sufficient.

- Compare costs with industry standards.

  The audit was conducted at the request of the council.

Results in Brief

- FMD has not developed an analytical approach to measuring custodial workload and productivity.

- FMD management needs to improve custodial supervision and communication to ensure work is conducted consistently.

- During our audit, FMD initiated a new approach to supervising custodians in the downtown buildings.

Custodial Services Background

- The Facilities Management Division of the Department of Executive Services provides custodial services to over 2.2 million square feet in 40 buildings.

- Three major groupings of buildings: downtown, outlying, and correctional facilities.

- Charges are based on the cost of staffing in each building and the square footage occupied by each tenant.

- Service Level Agreements specify responsibilities to individual tenants.

Service Level Agreement

Examples from the 2010 Service Level Agreement for Office Area Tasks	
5 days/week	• Empty all waste receptacles and replace liners if soiled or torn.
4 days/week	• Spot dust mop and spot wet mop hard floors, spot vacuum carpets, and remove debris from furniture cushions. • Fill hand soap and hand towel dispensers in kitchen area. • Spot clean doors, walls, and glass.
1 day/week	• Replace liners in all waste receptacles. • Dust mop and wet mop all hard floors complete. • Power vacuum all carpeted areas. Power edge vacuum in high traffic areas and other areas as needed.
1 day/month	• Dust vents, office partitions, window sills, and file cabinets.

Custodial Services Budget and Staffing

Custodial Services Budget and Staffing 2008 – 2010			
	2008	2009	2010
Budget (in millions)	$7.48	$7.10	$7.06
FTE	116.2	105.2	102.7

Workload Measurement and Staffing Allocation

Findings:

- Decisions about services and staffing levels are not based on a formal assessment of workload and productivity.

- Service Level Agreements don't reflect varying levels of service provided throughout the county.

Workload Measurement and Staffing Allocation (cont.)

Recommendations:

- Conduct a formal workload and productivity analysis.

- Develop Service Level Agreements that reflect variations in service levels.

Tenant Satisfaction

Findings:

- Tenants in outlying buildings are more satisfied than downtown tenants.

- Downtown tenants need more communication and increased custodial accountability for contracted services.

Custodial Supervision

Findings:

Accountability has been limited by:

- Frequent changes in work assignments,

- Insufficient direction and oversight for custodians, and

- Lack of an effective performance evaluation process.

Tenant Satisfaction and Custodial Supervision (cont.)

Recommendations:

- Improve communication with tenants.

- Reduce changes in work assignments and improve supervision of downtown custodians.

- Implement a meaningful employee performance evaluation process.

FMD is already working on improvements to supervision and assignments for downtown custodians.

Comparisons with Benchmarks

Findings:

- Cost of services is higher than local and national benchmarks.

- Higher costs are attributable to higher salaries rather than higher staffing levels.

- Scope of services is comparable to benchmarks, but some tasks are performed less frequently by FMD.

Conclusions:

Findings reinforce recommendations related to workload, staffing, and employee evaluations.

Summary of Executive Response and Acknowledgements

The County Executive concurred with the audit's five recommendations and has already begun implementation of Recommendations 3 and 4.

We appreciate the assistance provided by FMD during this audit.